Module – 3 O.B.

By S. R. Patnaik

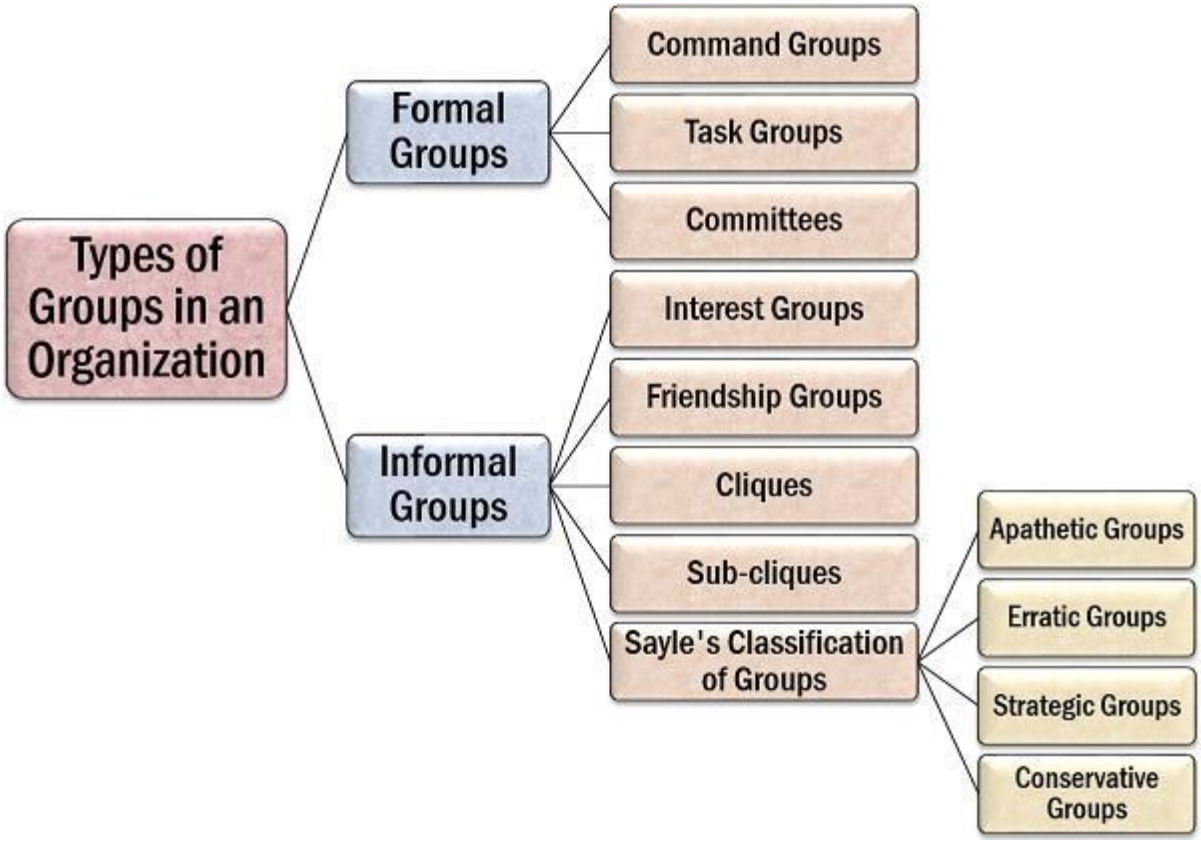
Fundamental of Group Behavior –

Groups in Organizations –

What is the nature of Groups in Organization ?

Groups consist of two or more persons engaged in social interaction who have some stable structure relationship with one another, are interdependent, share common goals and perceive that they are in fact part of a group. Thus when two or more individuals gather together to serve a common purpose or common motive.

Types of Groups in Organization -



Broadly classified in to 4 types of Groups in Organization –

1. Formal group:
This group is defined by the organizational structure. After planning, organizations group the activities and put those under a formal structure, deciding their goals and objectives and strategies to achieve the same. Formal group members report to their superiors and interact with each other to achieve the common goals. Usually a formal group comprises those whose nature of job is more or less homogeneous. In a shop floor a gang engaged in doing the same job, represents a formal group. Similarly, in a call- centre, all out-bound callers handling the

same customer account represent a formal group. Thus, formal group is formed based on job specialization and similarity of skill-sets to reap the advantages of division of labour.

2. Command group:
This group is also known as task group. A task is defined as cross-functional activities, carried out by group members to accomplish a common goal. A team represents the nature of a command group. A command group can be formed by drawing members from various formal groups. For example, to achieve success in new product launches, organizations may form a command group. Once the task is achieved, group members may be sent back to their specific formal groups.

3. Committees:
To achieve results, organizations often form permanent or temporary committees, drawing members from various formal groups. Committees also represent the presence of cross-functional members. While for a command group, goals may be specific, for committees, it is varied. For example, to ensure better transparency and accuracy in purchase decisions, various members drawn from the user sections such as finance, marketing and HR, may represent a Tender Purchase Committee (TPC) in an organization. Such committees may be permanent in nature. Again, there may be the presence of temporary committees in organizations, who may be entrusted to achieve temporary goals such as a committee to probe into a case of fund embezzlement against a particular member.

4. Informal groups:
Informal groups are formed within a formal organizational structure. Informal group members primarily meet the social or affiliation needs sharing their commons interests. Thus informal groups are not organizationally determined; the members themselves from such groups to fulfil their needs for social interaction. In a particular organization, functional proximity primarily determines the formation of informal groups. These apart, like-minded people, that is, those who have the same personality and attitude constructs or those who belong to similar status (in terms of hierarchy or economic status) also form informal groups. The constructive use of informal groups may benefit an organization. However, inefficient management may render informal groups counter-productive. An informal group may be a friendship group, interest group, reference group or membership group. Friendship groups are formed by like-minded people; those who have common interests form interest groups; reference groups are formed based on the compatibility of decisions and opinions; while membership groups are formed for the affiliation related needs.

Why do people join groups in organization –

The most popular reasons for joining a group are related to our needs for security, esteem, affiliation, power, identity, huddling and task functions.

By creating a group, you can expand your reach and influence, and further establish your role as a tech industry leader. Groups offer a new platform for you to provide valuable insight, advice, predictions and work opportunities for engaged IT professionals that value your opinions and look to you for tech solutions.

1. Learn More

Experts exchange is chock full of solutions and learning resources but Groups offer a new dimension of learning. Interactive and specific-interest based, they open up a dynamic dialogue where group members can share ideas, ask questions, offer suggestions, spread news, develop best practices and sound-board new theories on niche technology fields. Have a special area of interest? Join or start a group to learn more about it from the people who know best and care most.

2. Expand Your Network

With Groups, you can now better connect with members outside of question and answer threads based on topics that matter to you, such as specific technologies, IT fields, events or news topics. Use Groups to meet, follow, message and benefit from Experts and peers with similar interests. You may find a tech professional to help you launch your start-up. You may get personal advice from your tech hero. Or you may find your doppelganger in another company on the other side of the globe who has just solved the problem you've been grappling with. No matter what, you'll find a bigger, better network to support your career.

3. Build Your Following

By creating a group, you can expand your reach and influence and further establish your role as a tech industry leader. Groups offer a new platform for you to provide valuable insight, advice, predictions and work opportunities for engaged IT professionals that value your opinions and look to you for tech solutions. And, just as with solving questions, sharing with a group also enriches your own understanding of and passion for that topic. With 3 million members, it's likely you'll soon have a fellowship of peers with whom to exchange thoughts, article links, stories and crazy ideas.

4. Make Money

Engaging in Groups gets you more profile views and demonstrates your industry expertise; it could land you your next gig or full-time role. Use Groups to view and post work opportunities within your areas of expertise or make connections with industry leaders in fields or companies you'd like to work for.

5. Find a Mentor

True mentors are rare and hard to come by in the real world. By joining a group, you can gain immediate, 24/7 access to potential mentors, top influencers, technology gurus and business leaders in your areas of interest. Groups are a great tool for accessing, following and interacting with these Experts on a meaningful, personal level. Whether you need a second opinion on a project or to validate a concern you have in the workplace, mentors with experience can help you avoid costly mistakes and provide you with the guidance you need to improve.

What is Group Decision- making Managerial Implications in organizational behaviour–

Group decision making is a type of participatory process in which multiple individuals acting collectively, analyse problems or situations, consider and evaluate alternative courses of

action and select from among the alternatives a solution or solutions.Decision making is one of the most vital managerial skills because it involves the final execution of a well-thought of plan. With managerial skills such as sound managerial decision making, a manager will assist the company in achieving its goals and objectives.

Types of Group Decision-making –

There are six different kinds of group decision-making processes and the pros and cons for each.

1. Unanimous

Unanimous decisions occur when all agree without reservation. They are easier for trivial matters, but very difficult for important and/or higher-pressure situations. Be careful not to confuse unanimity with consensus.

2. Consensus

In a consensus, each person agrees to support the decision, though all may not agree and gives his or her consent. Despite differing perspectives, all agree that they can live with the decision. Consensus is the process most likely to ensure that each person's input is valued, heard and considered.

3. Majority Rule

Majority rule decisions are made when more than half the group votes in favour. This process is used frequently in democracies and rarely in organizations. Majority decisions, as with any voting situation, risk that you won't have full support and that those not in agreement with the majority may do something less than helpful later. It also carries the possibility of establishing an "us" versus "them" mentality.

4. Expert

In this scenario, the group delegates the decision-making responsibility to an expert or small subgroup. This type of process is good for situations that do not require the entire group's participation.

5. Executive

In an executive decision, the leader makes the call. Most decisions are executive and should be. The big mistake is that often the kind and amount of participation leading up to this kind of decision-making is not what it should be. The best decision-making is typically a highly participative executive decision. This approach is critical when dealing with issues such as team vision and mission.

6. Default

In this scenario, a decision is made by action or more likely, inaction that forces a conclusion. It is a powerless form of decision-making and is best avoided.

Group Decision-Making : Advantages and Disadvantages –

Advantages:

1. More information:
A group is better equipped as far as information is concerned. An individual cannot have all the information that is available to a group as it consists of several individuals.

2. Diversity of views:
A group always has the advantage of varied views. This is because a group always has more than one member and since every member is unique, there is bound to be a variety in their views also. This is also the reason why there are varied approaches to solving a problem. As group decisions tend to cover a greater area, they provide a better insight for decision-making.

3. Greater acceptability:
The views expressed by a group have more acceptance than those from an individual. This is because the decisions are not imposed, but are part of a larger consensus (general agreement). A group decision is automatically assumed to be more democratic and the decision of an individual can be perceived as being autocratic (dictatorial).

4. Expert opinions:
There may be some group decisions that require expert opinion. The group can either include experts or can call them from outside to form a separate group to take a decision on a particular issue.

5. Degree of involvement:
The members of a group feel involved with a given problem. This minimizes their resistance. It strengthens an organisation and facilitates decision-making.

6. Encourages people's participation:
A group usually provides a platform for people to present their ideas. Group dynamics is more likely to draw out participation from people who may otherwise be hesitant to talk or interact. It encourages people to take an initiative as they feel part of the decision-making process. Usually there is no individual onus (burden) in the event of failure, which makes it easier for people to come up with suggestions and solutions to problems.

Disadvantages:

1. Time-consuming:
A group involves several individuals. Getting them organised, planning and coordinating their meetings, defining and explaining to them the purpose of a meeting and the goals and finally reaching a solution or arriving at a decision can be quite cumbersome. Making decisions in a group can, thus, be time-consuming. The time loss involved in group dynamics cannot be ignored.

2. Lack of onus:
It is difficult to fix responsibility in a group. In an organisation, it is often essential to fix responsibility before a problem can be solved. It is difficult to do so if anything goes wrong with a decision made by a group.

3. Individual domination:
Sometimes discussions in a group are dominated by a few members. Although a group discussion means a collective discussion, some people usually manage to usurp (draw to them) a position of informal leadership owing to their personality or style of participation. This position can also be because of the position held within the organisation or simply because of self-confidence generated by previous experiences. Sometimes only a few individuals dominate and the others fade away in a group, thereby defeating the very purpose of group discussion.

4. Compromise decisions:
The need to arrive at a group decision sometimes results in a compromise. The solution offered is not essentially the best. It is, instead of a compromise acceptable as a mid-point to all concerned. There are different demands and social pressures and members may agree to a proposal without really evaluating it. Such support may not be wholehearted.

5. Expensive:
Group decision-making is quite expensive in terms of time, money, energy and man-hours. There is also a theory which says that the larger a group gets, the less is the individual contribution from each member.

6. Groupism:
The very word has negative connotations. Some members of a group may start harbouring a feeling that they are different from the others. This actually leads to informal groups within the larger formal group, which may generate negative sentiments towards other groups or people outside the group.

What is Group behavior –

Group Roles

The concept of roles is applicable to all employees within an organization as well as to their life outside the organization. A role is a set of expected behaviour patterns attributed to the one who occupies the position demanded by the social unit.

Individuals play multiple roles at the same time. Employees attempt to understand what kind of behaviour is expected from them. An individual when presented by divergent role expectations experiences role conflict. Group roles are divided into three types −

- Task-oriented Roles
- Relationship-oriented Roles
- Individual Roles

Task-oriented Roles

Roles allotted to individuals according to their work and eligibility is known as task-oriented roles. Task-oriented roles can broadly divide individuals into six categories initiator,

informer, clarifier, summarizer, reality tester and information seekers or providers respectively.

- **Initiator** − The one who proposes, suggests, defines.
- **Informer** − The one who offers facts, expresses feelings, gives opinions.
- **Clarifier** − The one who interprets, defines, clarifies everything.
- **Summarizer** − The one who links, restates, concludes, summarizes.
- **Reality Tester** − The one who provides critical analysis.
- **Information seekers or providers** − The one who gives information and data.

These roles present the work performed by different individuals according to their marked designation.

Relationship-oriented Roles

Roles that group individuals according to their efforts made to maintain healthy relationship in the group and achieve the goals are known as relationship-oriented roles. There are five categories of individuals in this category namely: harmonizer, gatekeeper, consensus tester, encourager and compromiser.

- **Harmonizers** − The one who limits tension and reconciles disagreements.
- **Gatekeeper** − The one who ensures participation by all.
- **Consensus Tester** − The one who analyses the decision-making process.
- **Encourager** − The one who is warm, responsive, active, shows acceptance.
- **Compromiser** − The one who admits error, limits conflict.

These roles depict the various roles an individual plays to maintain healthy self as well as group relationships.

Individual Roles

Roles that classify a person according to the measure of individual effort put in the project aimed is known as individual roles. Five types of individuals fall into these roles: aggressor, blocker, dominator, cavalier and avoidance.

- **Aggressor** − The one who devalues others, attacks ideas.
- **Blocker** − The one who disagrees and rebels beyond reason.
- **Dominator** − The one who insists superiority to manipulate.
- **Cavalier** − The one who takes part in a group non-productively.
- **Avoidance** − The one who shows special interest to avoid task.

These are the various roles a person plays in an organization.

What is Group Dynamics –

Group dynamics refers to the attitudinal and behavioural characteristics of a group. Groupdynamics concerns organizational success because it consists of various groups and a lot depends on how groups form, how they configuration and process and most importantly how they function.

There are several theories on why groups develop.

The classic theory developed by George Homans**,** told that group development is based on activities, interactions and feelings. It means is when individuals share common activities; they will have more interaction and will develop attitudes which could be positive or negative toward each other. The major element in this theory is what kinds of interaction are shared by the individuals involved in the group.

Social exchange theory offers an alternative explanation for group development. According to this theory, individuals form relationships based on the implied expectation of mutually beneficial exchanges based on trust and felt obligation towards each other. Thus, an insight that in relationships exchange of thoughts and ideas is positive and essential if individuals are to be attracted to and affiliate with a group.

Social identity theory suggests that individuals get a sense of identity and self-esteem based upon their membership in outstanding groups. The nature of the group may be demographically based, culturally suitable or organizationally based. Individuals are motivated to belong to and contribute to identical as their character groups because of the sense of belongingness and self-worth membership in the group imparts.

The study of group dynamics is dated back to 1960s by Bruce Tuckman, said that groups do not usually perform at maximum effectiveness when they are first established. They come across several stages of development as they struggle to become productive and effectual. Often, groups experience similar developmental stages while they encounter conflicts and resolutions. According to Tuckman's theory, there are five stages of group development: forming, storming, norming, performing and adjourning. During these stages group members go through lot of pains as they need to address several issues and the way in which these issues are resolved decides whether the group will succeed in accomplishing its tasks or the group will break up.

Forming: This is the first stage**.** In this stage lot groups form temporarily; this stage is characterized by some puzzlement and lot of uncertainty. The group is not sure about their major goals. Leadership matters here a lot. Thus, forming is a direction period when members get to know one another and share expectations about the group. Members learn the purpose of the group as well as the rules to be followed. If the forming stage is rushed trust and openness cannot be developed. Individuals are often confused during this stage because roles are not clear and leadership matters to bring in a feeling of settlement. If the group is formed on basis of weak leadership, the group is far from being formed.

Storming: This stage is called storming because in this stage, the group is likely to see the highest level of incongruity and conflicts. Members in the group challenge group goals and struggle for power. Individuals often compete for the leadership position during this stage of development. This can be a positive experience for all groups if members can get organized through resolution. Members often voice concern and criticism in this stage. If members are not able to determine the conflict, then the group will often split up or continue in existence but will remain unproductive and never advance to the further stages.

Norming: This stage is categorized by the identification of individual differences and shared expectations. If in this stage the group members begin to develop a feeling of group unity and identity the group's existence strengthens. They experience cooperative efforts which begin to yield results. In this stage usually responsibilities are divided among members and the group decides on evaluating progress. Roles and responsibilities are passed on to members in the group in norming stage.

Performance: Performance of group occurs when the group matures and attains a feeling of cohesiveness. During this stage of development, individuals accept one another and conflicts are resolved through group discussions. Members of the group make decisions through a sensible process that is focused on relevant goals rather than emotional issues.

Adjourning: This stage is not is not experienced by all groups, because it is characterized by the performance discharged by the group. Some groups stay relatively permanent. There are reasons why groups disband; they differ from group to group. Some common reasons are the achievement of the tasks or individuals deciding to go their own ways. Members of the group often experience feelings of conclusion and sorrow as they prepare to leave the group. The reasons could be rational or irrational.

Human beings don't always make the right decisions because our rational judgment is influenced not only by our infatuations and emotions but we all have built-in biases and some

other feelings as conceit, egos and illogical dogmas. We don't understand sometimes why we behave in a fashion or why we take wrong decisions. One big factor affecting the quality of decisions is whether a decision involves a group.

Group dynamics can lead otherwise sensible individuals to agree or disagree decisions they might not come to on their own. The effects are positive, as when some group members help others overcome discrimination. But the dynamics of a group often have negative consequences. Since most organizations rely on collective decision making in some contexts, managers must to be on the lookout for group biases and their undesirable results. There are again some common manifestations of the group effectiveness. Such as conformity – many people go along with the group regardless of what they themselves might think as individuals. Then comes group polarization – it's a phenomenon which shows that deliberation can intensify people's attitudes, leading to more extreme decisions.

It has been observed that it is an elating feeling when like minded people come together in a group. It is an exhilarating to see when a team of dedicated people meet to discuss and decide a course of action which benefits each member in the group. If a group is given freedom to choose whom and whom not it can have in its team, positive performance can be observed. It is always gratifying to have likeminded people to form groups. They work together, though each of them coming from different backgrounds and levels of experience, but each with the same intellectual capacity to problem-solving and eventually come up with well executed outcomes. People with similar points of view can supplement and substantiate the perspectives which help in achieving organizations goals and objectives.

The Five – Stage Model of Group Development –

Bruce Tuckman, an educational psychologist, identified a five-stage development process that most teams follow to become high performing. He called the stages: forming, storming, norming, performing and adjourning.

Stages of Team Development

This process of learning to work together effectively is known as team development. Research has shown that teams go through definitive stages during development. Team progress through the stages is shown in the diagram.

Forming stage

The forming stage involves a period of orientation and getting acquainted. Uncertainty is high during this stage and people are looking for leadership and authority. A member who asserts authority or is knowledgeable may be looked to take control. Team members are asking such questions as “What does the team offer me?” “What is expected of me?” “Will I fit in?” Most interactions are social as members get to know each other.

Storming stage

The storming stage is the most difficult and critical stage to pass through. It is a period marked by conflict and competition as individual personalities emerge. Team performance may actually decrease in this stage because energy is put into unproductive activities. Members may disagree on team goals and subgroups and cliques may form around strong personalities or areas of agreement. To get through this stage, members must work to overcome obstacles, to accept individual differences and to work through conflicting ideas on team tasks and goals. Teams can get bogged down in this stage. Failure to address conflicts may result in long-term problems.

Norming stage

If teams get through the storming stage, conflict is resolved and some degree of unity emerges. In the norming stage, consensus develops around who the leader or leaders are, and individual member’s roles. Interpersonal differences begin to be resolved and a sense of cohesion and unity emerges. Team performance increases during this stage as members learn to cooperate and begin to focus on team goals. However, the harmony is precarious, and if disagreements re-emerge the team can slide back into storming.

Performing stage

In the performing stage, consensus and cooperation have been well-established and the team is mature, organized and well-functioning. There is a clear and stable structure and members are committed to the team’s mission. Problems and conflicts still emerge, but they are dealt with constructively. The team is focused on problem solving and meeting team goals.

Adjourning stage

In the adjourning stage, most of the team’s goals have been accomplished. The emphasis is on wrapping up final tasks and documenting the effort and results. As the work load is diminished, individual members may be reassigned to other teams and the team disbands. There may be regret as the team ends, so a ceremonial acknowledgement of the work and success of the team can be helpful. If the team is a standing committee with ongoing responsibility, members may be replaced by new people and the team can go back to a forming or storming stage and repeat the development process.

Managing Teams –

Why Work Teams –

Collaboration within a group can help solve difficult problems. Brainstorming is a good opportunity for the team to exchange ideas and come up with creative ways of doing things. By working together, teams can find the solutions that work best.

Teams don't work well without teamwork! Teamwork is important for the success of all businesses. To have a meaningful and lifelong career, you need to work well with others which is why teamwork is so important in the professional world.

It brings new ideas, Businesses need new, fresh ideas to succeed in the competitive world. You have a unique perspective to bring to the table which will benefit the business overall. Businesses thrive when they have a diverse team of people who can contribute individual ideas.

Teamwork helps solve problems, Collaboration within a group can help solve difficult problems. Brainstorming is a good opportunity for the team to exchange ideas and come up with creative ways of doing things. By working together, teams can find the solutions that work best.

It's supportive, Teamwork creates a system to ensure that deadlines are met and that there's high quality work. When one team member falls behind, there's another to pick up the pieces. When work is divvied up among members of a team, it gets done faster, making the overall business operate more efficiently. Your team will develop a sense of comradery as you work toward a common goal.

Teamwork builds morale. You'll feel that your work is valued when you contribute to something that produces results. If you offer an idea that helps improve productivity, such as a new filing system, confidence and trust is built within the team. Each team member has something special to offer. By working together, members of a team feel a strong sense of belonging and deep commitment to each other and the common goal.

It's one thing to have a team, it's a whole other thing to have teamwork. A team that works well together can succeed together and produce great results.

Works Teams in Organization –

One of the many ways for a business to organize employees is in teams. A team is made up of two or more people who work together to achieve a common goal. Teams offer an alternative to a vertical chain-of-command and are a much more inclusive approach to business organization.

different types of work teams has a specific purpose that justifies their creation according to each model.

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

1- Functional work team

In this work team, all the members belong to the same functional area and respond to a single manager**,** responsible for the management of the whole group.

It's very common in companies with rigid hierarchies and you'll recognize them for the examples we are going to give: such as Accounting and HR departments or the Maintenance team and other specialized groups like these.

2- Inter-working team

In this case, the work team is made up of members from different areas of activity, and its members usually have the same hierarchical level.

This type of work team is usually formed to develop work with a multidisciplinary view, in which each area represented by team members complements the knowledge of others**,** bringing more creative and comprehensive results.

Examples of these types of work teams would be committees and councils, where members from different areas work together to solve specific problems, such as a Sustainability Committee, for example; or strategic, as is the case with the Boards of Directors of companies.

3- Troubleshooting team

Organizations employ these teams usually to improve processes to find out how to solve the problems that are harming them.

When determining the options for solving the causes of problems, they are sent to the departments responsible, as this kind of work team does not implement the solutions it suggests.

4- Self-managed teams

Groups of employees who work in an extremely integrated and collaborative way because they don't have a formal leader.

Members define the division of labour, responsibilities and the distribution of tasks**,** as well as make decisions and even control and supervise themselves.

5- Project team

These are work groups an organization creates to implement a specific project until completion. Afterward, the group dissolves as it achieved its objectives.

Members come from different areas of the company and perform other tasks related to their home department.

But, as far as the project is concerned, they answer to the project leader.

6- Task Force team

This is one of the most interesting types of work teams. They form only when emergency situations emerge which the organization needs to solve.

Its members are usually the best of the company in the area. During the resolution of the emergency, they will dedicate themselves exclusively to this task. Their goal is to do this in the best way and in the shortest possible time.

Now that you've seen what the different types of work teams are, understand how they form their dynamics.

What is Developing Work Teams –

Developing your team is an important part of your job, whether you're a new team leader or an experienced manager. And it doesn't apply only to new hires. People need training and support throughout their careers, both as individuals and as **teams**, to **develop** their skills and continue to work effectively.

If you work in a small or medium-sized organization, you may perform the roles of recruiter, trainer and team leader. The resources in this article can help you to perform to the best of your ability in each of these roles. If you work within a large organization, the Human Resources or Learning and Development department will likely provide development opportunities for your team.

As a manager, however, you are in a great position to know how your people work, to identify what training they need to perform better, and to work closely with HR or L&D to deliver the right training to the right people at the right time.

In this article, we'll look at several areas of team development, and explore some practical tips and tools to help you get the best out of your people and achieve your objectives.

Identifying Training Needs

The hardest part of developing your team can be knowing where to begin. Start by understanding your team members' developmental needs . Review and update their job descriptions , talk to them, and watch them working. Often, just asking the right questions can reveal knowledge and skill gaps in your team. For example, what is the key part of a person's role? And what is your team's most urgent performance issue?
This is particularly helpful if your workplace doesn't have a culture of performance management, that is a system of regularly appraising and improving people's performance. If your team members are not used to having their performance appraised and developed in this way, they may view it as a negative judgment of their competency. Gathering specific

information about what they need to be successful in their roles will help them to feel positive about developing themselves.

Training Needs Assessment to help you to identify who needs to develop their skills, and what kind of training is right for them. This will allow you to select training in a targeted way for the people who really need it. After all, Excel® training for one team member who is having trouble with spreadsheets may be a waste of time for other team members with different needs.

Choosing the Right Training Methods

Now that you've identified areas where your people can improve, you can choose training to suit their needs. However, finding the right balance between different ways of learning that will suit everyone can be a challenge.

Some of the more common ways to improve people's skills include On-the-Job Training , where someone works alongside a more experienced colleague; Instructor-Led Training , where whole groups can be taught in a classroom; and Active Training , which uses games and role playing to keep learners engaged.

Coaching

It's worth bearing in mind that many performance gaps should be closed with better communication rather than with a training program. You can coach your team members by having confidential and relaxed one-on-one conversations with them. Having these conversations regularly will help you to identify and deal with a range of issues effectively, from helping people achieve their goals to addressing performance problems.
Specific coaching models, such as GROW , allow you to do this. GROW stands for Goal, Reality, Options, and Will, and creates a structure for your discussion. The POSITIVE model can help people to find purpose in their work, while the PRACTICE model focuses on finding solutions to problems.
You should also ensure that you give your people plenty of feedback as a matter of routine.

Team Building Activities

Team building exercises can be fun and effective ways to improve teamwork and identify people's strengths and weaknesses. If you decide to run one, you should select the exercise very carefully, so that it meets your training objective.

It's important to identify your team's biggest challenges before you choose an exercise. By doing this, you can ensure that the event is more than just a nice day out of the office.

Some team building activities encourage creativity and develop leadership , while others strengthen problem-solving abilities and build your team's planning and strategy skills.

Delegating Work

Effective delegation can also strengthen your team. You may feel nervous about handing over responsibility for your projects and tasks to someone else, but you don't have time to do everything yourself, and your team members need opportunities to learn new skills and gain experience.
When you delegate, you will need to manage the process carefully to achieve the best outcome for your people. Hand over a task carefully and help the team member who takes it on to succeed, by giving him or her support and guidance to complete it. Otherwise, your team members may not want to take on other tasks in the future.

When you delegate successfully, you can focus on adding value with your own work. Taking on a new challenge will improve your people's confidence and give them a great sense of empowerment.

Managing Talent

Your HR department may have a formal talent management plan in place for identifying and developing people with key skills, abilities and potential across your organization. As a manager, you can identify members of your own team with specific talents, help to retain them, and develop their abilities. You can work with HR to hire staff with the right skills, and support their development with an effective performance management system .

Succession Planning

Once you have identified your team members' abilities and performance levels, you can put plans in place so that you don't lose vital skills and knowledge if any of them decide to move on. Good succession planning ensures that individuals pass on their skills, experience and knowledge to their colleagues well before they leave. Being prepared and managing these transitions will help you to deal with the change more easily.

What is Team Effectiveness –

Team effectiveness (also referred to as group **effectiveness**) is the capacity a **team** has to accomplish the goals or objectives administered by an authorized personnel or the organization.

The following 5 reasons summarize the importance of teamwork and why it matters to you:

- **Teamwork motivates unity in the workplace**

  A teamwork environment promotes an atmosphere that fosters friendship and loyalty. These close-knit relationships motivate employees in parallel and align them to work harder, cooperate and be supportive of one another.

Individuals possess diverse talents, weaknesses, communication skills, strengths, and habits. Therefore, when a teamwork environment is not encouraged this can pose many challenges towards achieving the overall goals and objectives. This creates an environment where employees become focused on promoting their own achievements and competing against their fellow colleagues. Ultimately, this can lead to an unhealthy and inefficient working environment.

When teamwork is working the whole team would be motivated and working toward the same goal in harmony.

Teamwork offers differing perspectives and feedback

Good teamwork structures provide your organization with a diversity of thought, creativity, perspectives, opportunities, and problem-solving approaches. A proper team environment allows individuals to brainstorm collectively, which in turn increases their success to problem solve and arrive at solutions more efficiently and effectively.

Effective teams also allow the initiative to innovate, in turn creating a competitive edge to accomplish goals and objectives. Sharing differing opinions and experiences strengthens accountability and can help make effective decisions faster, than when done alone.

Team effort increases output by having quick feedback and multiple sets of skills come into play to support your work. You can do the stages of designing, planning, and implementation much more efficiently when a team is functioning well.

- **Teamwork provides improved efficiency and productivity**

  When incorporating teamwork strategies, you become more efficient and productive. This is because it allows the workload to be shared, reducing the pressure on individuals, and ensure tasks are completed within a set time frame. It also allows goals to be more attainable, enhances the optimization of performance, improves job satisfaction and increases work pace.

  Ultimately, when a group of individuals works together, compared to one person working alone, they promote a more efficient work output and are able to complete tasks faster due to many minds intertwined on the same goals and objectives of the business.

- **Teamwork provides great learning opportunities**

  Working in a team enables us to learn from one another's mistakes. You are able to avoid future errors, gain insight from differing perspectives, and learn new concepts from more experienced colleagues.

  In addition, individuals can expand their skill sets, discover fresh ideas from newer colleagues and therefore ascertain more effective approaches and solutions towards the tasks at hand. This active engagement generates the future articulation, encouragement and innovative capacity to problem solve and generate ideas more effectively and efficiently.

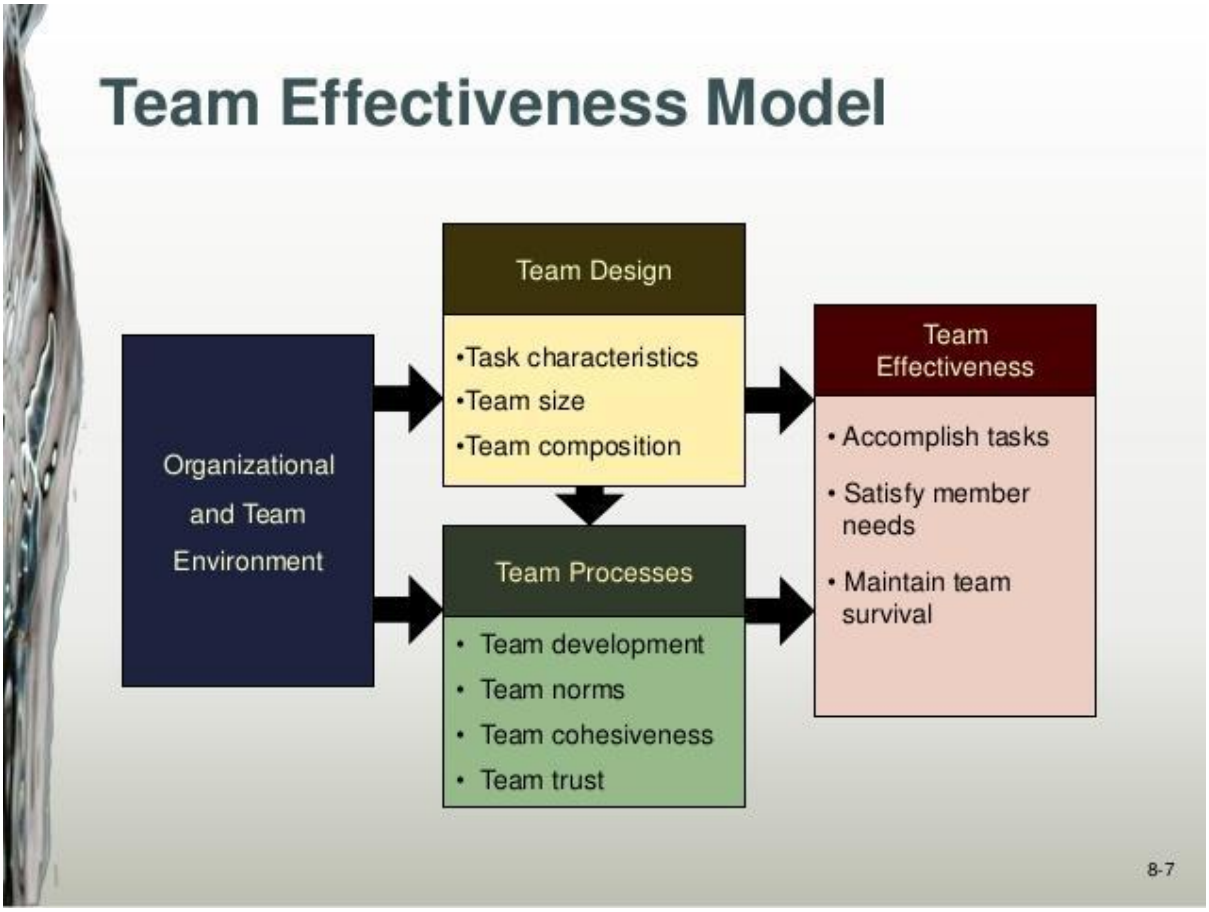
- **Teamwork promotes workplace synergy**

  Mutual support shared goals, cooperation and encouragement provide workplace synergy. With this, team members are able to feel a greater sense of accomplishment,

are collectively responsible for outcomes achieved and feed individuals with the incentive to perform at higher levels.

When team members are aware of their own responsibilities and roles, as well as the significance of their output being relied upon by the rest of their team, team members will be driven to share the same vision, values, and goals. The result creates a workplace environment based on fellowship, trust, support, respect, and cooperation.

Team Effectiveness Models are –



1. The GRPI Model of Team Effectiveness

The GRPI model was first introduced by Richard Beckhard in 1972 to aid with understanding teams. Following this, doctors Irwin Rubin, Mark Plovnick and Ronald Fry then developed and popularised one of the oldest team effectiveness models in 1977, and it has stuck around for good reason. GRPI is an acronym that comprises the four pillars of the model — goals, roles, processes and interpersonal relationships.

Let's break it down:

- **Goals**: There must be clear objectives and intentions regarding individual and team goals, combined with robust and open communication about priorities and expectations.

- **Roles**: The entire team must have a defined team leader and clear roles and responsibilities. For example, each team should have a project lead as well as individuals who are assigned to roles that match their expertise.
- **Processes**: Teams need established decision-making and problem-solving procedures, along with clear team processes.
- **Interpersonal relationships**: Team performance is based on frequent, honest communication, engagement and flexibility between team members.

The GRPI is a simple framework that can help organisations improve employee engagement and foster accountability towards measurable individual and group goals.

2. The Katzenbach and Smith Team Effectiveness Model

This model was developed by Jon Katzenbach and Douglas Smith in 1993. The authors studied teams in many companies that had different types of business challenges and co-wrote the book ‘The Wisdom of Teams’.

The Katzenback and Smith model resembles a triangle with each point representing the team's goals or objectives. These revolve around aspects of teamwork, including collective work products, performance results and personal growth. The three points of the triangle include:

- **Commitment**: Team members are more dedicated to their work when they are engaged and aligned to the mission of the organisation, have clear goals and a shared team approach towards reaching them. A lack of commitment can have a negative effect on group dynamics.
- **Skills**: Every member of a team must be adept in problem solving and teamwork, and have the professional skills and adequate resources needed to accomplish goals.
- **Accountability**: Co-workers need to be steadfast in their commitment to their individual tasks and team goals. Avoidance of accountability can affect team success. For example, if an individual is unwilling to complete their task on time, this can have an impact on others who rely on their work to complete their own objectives.

In the Katzenback and Smith model, team development helps to increase accountability and engagement. Successful teams employ the use of performance management systems to increase adherence to a common goal.

3. The T7 Model of Team Effectiveness

Michael Lombardo and Robert Eichinger crafted the T7 model in 1995 with the aim of better understanding the factors that contribute to team effectiveness. After all, you can't fix the problem if you don't know the causes of team dysfunction.

Lombardo and Eichinger discovered there are five common internal factors and two external factors that highly impact team effectiveness. Each one begins with T, which earned it the name 'T7 model’.

Internal factors include:

- **Thrust**: Team members have a shared goal.

- **Trust**: Every employee is confident that their fellow team members have good intentions and are committed to the goal. For example, individuals may have trust in the rest of their team through working together previously, their noted skills and experience or their status within the organisation.
- **Talent**: Employees have the skills and resources to produce effective team performance and the best results.
- **Teaming skills**: The entire team works well together and has excellent problem-solving and decision-making skills.
- **Task skills**: Team members exhibit consistent and timely execution of tasks.

External team factors include:

- **Team leader fit**: Does the team leader work for the greater good of the team and the goal? The leader must have a collaborative rather than dictating approach towards reaching team goals.
- **Team support from the organisation**: Teams must have overall support at the right level across every tier of the organisation and be provided with the resources needed to reach their goals. For example, team leaders should have access to administrative or project support as well as key project roles.

High performing teams ensure each of the five internal factors are active. That being said, without support from the external members of the company, effectiveness is limited. Sometimes, team leaders need to advocate for external buy-in to gain support and reach maximum team effectiveness.

4. The LaFasto and Larson Model

In 2001, Frank LaFasto and Carl Larson developed a team effectiveness model they coined 'Five Dynamics of Team Work and Collaboration'. Through researching 600 teams in various organisations, they made a model of what an effective team looks like, which consisted of five elements for team effectiveness.

- **Team members**: Your talent is your greatest asset, so choosing the right employees is key. Do team members have the proper skills and capabilities to work in a team environment? For example, you can select and build the right team by creating a skills matrix or reviewing the effectiveness of individuals against previous projects.
- **Team relationships**: Similar to the importance of interpersonal relationships in the GRPI model, the right team building behaviours are key to maximising team capabilities.
- **Team problem solving**: When any group has good team connections and interactions, high levels of trust foster productive conflict resolution and problem-solving skills. Absence of trust can have the opposite effect.
- **Team leadership**: An effective, proactive team leader that moves team members in a compelling direction is critical in any team effectiveness model.
- **Team organisation environment**: Collaborative work methods and organisational culture support team commitment and accountability.

5. The Lencioni Model

Patrick Lencioni published his book 'The Five Dysfunctions of a Team' in 2005. This book suggested a new team effectiveness model, known as the Lencioni model, which looks at the underlying reasons why teams are dysfunctional.

Lencioni suggested that the five dysfunctions of a team are:

- **Absence of trust:** A lack of trust creates an environment where teams are unwilling to seek advice, support or assistance.
- **Fear of conflicts:** As conflicts can create space for new or better ideas, a fear of conflict can lead to an ineffective team. For example, a disagreement between two employees could encourage them to consider a third option that is beneficial for all.
- **Lack of commitment:** People who aren't committed to the work they've been assigned have an impact on the wider team.
- **Avoidance of accountability:** Team members are unwilling to hold themselves or others accountable for their work, which leads to team dysfunction.
- **Inattention:** A lack of attention to team goals and productivity can appear if individuals are too focused on their own goals.

Lencioni's model is shown as a pyramid with the absence of trust at the bottom and suggests you need to tackle one dysfunction before you can work on the next.

6. Tuckman's FSNP Model

In 1965, Bruce Tuckman introduced the Forming, Storming, Norming, Performing model, also known as FSNP. The model was enhanced in 1977 by Mary Ann Jensen to include a fifth phase known as Adjourning, creating the FSNPA model.

Tuckman's team effectiveness model suggests that these five stages are necessary for teams to work at the highest possible levels of effectiveness and growth. The phases are:

- **Forming:** Team members get to know each other and develop a basic understanding from which they'll work throughout the project. At this stage, people are likely to avoid conflict and strive to feel included. For example, individuals may be more formal than they otherwise would.
- **Storming:** At this stage, team members are more open to challenging others and conflict is more likely. During this phase, the team navigates these challenges in order to progress.
- **Norming:** Individuals begin to feel they are part of a team and work together to agree and become more effective.
- **Performing:** The team is working well and performing against objectives. They are motivated to work together to reach goals.
- **Adjourning:** After the project has concluded, the team conducts a review that finalises their time together and plans for any future necessities.

7. The Hackman Model

J. Richard Hackman suggested a new team effectiveness model in his 2002 book, 'Leading Teams: Setting the Stage for Great Performances'. Hackman identified five conditions that are believed to increase the likelihood of a team working effectively. These conditions are:

- **Real team:** This is defined as teams where everyone has a defined role with rights and tasks to carry out. For example, your team may have a clear document which captures everyone's roles and responsibilities.
- **Compelling direction:** The team has a clear direction or end goal that they are working towards. This may be set out as a series of smaller goals that help to motivate the team.
- **Enabling structure:** For a team to be truly effective, it needs to be supported by a structure, workflows and processes that allow work to be completed as it needs to.
- **Supportive context:** An effective team needs access to the tools, resources and support that's required to deliver a project or reach a goal.
- **Expert coaching:** Teams with access to a coach or mentor have a greater probability of working effectively, as they can access expert help when it's needed.

8. The Salas, Dickinson, Converse and Tannenbaum Model

In 1992, Salas, Dickinson, Converse and Tannenbaum proposed an adapted version of Hackman's earlier model developed in 1983. This new model highlighted the importance of organisational context and group design and their effect on the performance of a team. The elements of this model are:

- **Organisational context:** Teams need a supportive and reinforcing environment that provides them with the right information, education and rewards to work together towards a goal.
- **Team design:** Effective teams are designed in a way that facilitates and prompts work through a defined structure, clear goals and an understanding of processes.
- **Team synergy:** Individuals need to work together to move forward and create gains, while reducing any potential losses through ineffectiveness. For example, teams need to have a shared energy and enthusiasm towards the project they're working on.
- **Process effectiveness:** Teams are able to understand and evaluate the effort, knowledge, skills and strategies that are applied to tasks.
- **Material resources:** In order to work effectively, teams need access to resources that allow them to complete the task on time and to a high enough quality.
- **Group effectiveness:** The way that a group behaves is a key factor in high performing teams, including how members feel about their experience, the quality of others' work and how individuals work together.

What is Effective Team Building processes inorganisational behaviour ?

TEAMWORK
TEAMWORK – STEP BY STEP GUIDE FOR EFFECTIVE TEAM BUILDING
This Teamwork Guide will take you through a step by step process of how to build a collaborative team environment by learning the essential stages of team development
1
Reasons Why Effective Teamwork is Important for all Organisations
2
Steps Creating an Exceptional Effective Team Work
3
Reasons Why Workforce Diversity is Good for Business
4
Essential Stages of Team Development
5
Steps Building a Collaborative Team Environment
6
Ways to Know the Team is Not OK

n

Effective team building incorporates an awareness of team objective. Teams must work to develop goals, roles and procedures. As a result, team building is usually associated with increasing task accomplishment, goal meeting and achievement of results within teams.

Five Ways To Build An Effective Team -

1.Build trust and respect. Nurture a team-oriented environment based on trust and respect, without which there will only be limited success. A start up is like a ship going through high uncertainty. The captain needs the trust of his team, because people follow trust and integrity, not a person. Uncertainty can be balanced by trust which gives the team the ability to work together no matter what reality brings. Likewise, if you are not in the office, you have to be sure that team members will cooperate in the atmosphere of open communication. The stronger the trust, the better the team will navigate without the captain on board.

2.Be true to your word. If you demand high productivity and quality work, you would better be as good as your word. You get what you give. If you promise to do something, be sure you will fulfil it. When team members notice that you are a reliable person, they will emulate your behaviour.

3.Organize a meeting for all employees. If you want to improve teamwork, help people get to know each other better. Organize in-person meetings for all workers (all teams) at least once in a year more often if at all possible. Informal conversations bring people together and warm up human relationships. One option is to invite your team to play a game, like football or basketball. If players want to win, they have to focus on cooperation. The same principle is present in teamwork. And through teamwork and team sports, individual character and natural talents are expressed. They have to make decisions fast so they don't have time to prepare their reactions. Those are the situations where pure character is exposed and real relationships are built.

4.Take advantage of conflict.

There are no teams exempt from occasional misunderstandings. Somewhere, somehow, conflict will show up. When confrontation between employees gets out of a hand in a start up, the CEO must face it. Don't complicate the situation by deciding what is good or bad. Listen to all sides carefully and then talk to other team members who observed the quarrel. Brainstorming solutions favourable for both sides may even result in ideas that would never have come to mind in without the conflict. It does not mean that confrontations are good, it just means that they make people think about two points of view of the matter. More points of view means more possibilities.

5.Make hiring a team effort. If you want to hire a new person, discuss this with your team. Let your team members talk with candidate because they will work together and it's important this person fit into the team. Of course, experience and suitable qualifications are important but the most important qualities to hire for are always personality and social skills that are compatible with your team. With regards to trust and respect described above, personality and social skills are like glue. They help people communicate. They can glue different people together, whereas qualifications just ensure tasks are completed properly.